Disclaimer

Forward-looking statements
This presentation contains forward-looking statements, including statements regarding: trends in commodity prices and currency exchange rates; demand for commodities; plans, strategies and objectives of management; closure or divestment of certain operations or facilities (including associated costs); anticipated production or construction commencement dates; capital costs and scheduling; operating costs and shortages of materials and skilled employees; anticipated productive lives of projects, mines and facilities; provisions and contingent liabilities; tax and regulatory developments.

Forward-looking statements can be identified by the use of terminology such as ‘intend’, ‘aim’, ‘project’, ‘anticipate’, ‘estimate’, ‘plan’, ‘believe’, ‘expect’, ‘may’, ‘should’, ‘will’, ‘continue’, ‘annualised’ or similar words. These statements discuss future expectations concerning the results of operations or financial condition, or provide other forward-looking statements.

These forward-looking statements are not guarantees or predictions of future performance, and involve known and unknown risks, uncertainties and other factors, many of which are beyond our control, and which may cause actual results to differ materially from those expressed in the statements contained in this presentation. Readers are cautioned not to put undue reliance on forward-looking statements.

For example, future revenues from our operations, projects or mines described in this presentation will be based, in part, upon the market price of the minerals, metals or petroleum produced, which may vary significantly from current levels. These variations, if materially adverse, may affect the timing or the feasibility of the development of a particular project, the expansion of certain facilities or mines, or the continuation of existing operations.

Other factors that may affect the actual operations, production or production commencement dates, costs or production output and anticipated lives of operations, mines or facilities include our ability to profitably produce and transport the minerals, petroleum and/or metals extracted to applicable markets; the impact of foreign currency exchange rates on the market prices of the minerals, petroleum or metals we produce; activities of government authorities in some of the countries where we are exploring or developing these projects, facilities or mines, including increases in taxes, changes in environmental and other regulations and political uncertainty; labour unrest; and other factors identified in the risk factors discussed in BHP’s filings with the US Securities and Exchange Commission (the “SEC”) (including in Annual Reports on Form 20-F) which are available on the SEC’s website at www.sec.gov.

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Presentation of data
Unless specified otherwise: variance analysis relates to the relative performance of BHP and/or its operations during the 2019 financial year compared with the 2018 financial year; data is presented on a continuing operations basis from the 2014 financial year onwards; copper equivalent production based on 2019 financial year average realised prices; references to Underlying EBITDA margin exclude third party trading activities; data from subsidiaries are shown on a 100 per cent basis and data from equity accounted investments and other operations is presented, with the exception of net operating assets, reflecting BHP’s share; medium term refers to our five year plan. Queensland Coal (QCoal) comprises the BHP Billiton Mitsubishi Alliance (BMA) asset, jointly operated with Mitsubishi, and the BHP Billiton Mitsui Coal (BMC) asset, operated by BHP. Numbers presented may not add up precisely to the totals provided due to rounding.

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Welcome to Gadigal country, Sydney
Set up for success

Simpler
Stronger
More efficient
More disciplined
Value and returns

Net debt below target (US$ billion)

New target range (IFRS 16) $12-17 bn

Increased returns to shareholders (US$ billion)

~US$17 bn

Note: Net debt target before IFRS 16 adjustments. Presented on a total operations basis.

Set for success

Value and returns

Minimum dividend

Additional amount

Onshore US proceeds
Our assets are low cost, produce high quality products and have strong development potential.
Capital discipline

Capital Allocation Framework

Capex below US$8 billion for FY2020

Returned a record US$17 billion to shareholders

Six major projects under development
Capability and culture
Your Board

Ken MacKenzie

Andrew Mackenzie

Anita Frew

Terry Bowen

Shriti Vadera

Malcolm Broomhead

Susan Kilsby

Carolyn Hewson

Ian Cockerill

John Mogford

Lindsay Maxsted
Safety  Portfolio  Capital discipline  Capability and culture  Social value
Safety

Safety is our top priority

Contractor management framework

Field Leadership program

Technology

Culture of chronic unease
Our purpose: To bring people and resources together to build a better world
Climate change
Strong FY2019 results

EBITDA of US$23 billion at a margin of 53 per cent

Free cash flow of US$10 billion

Return on capital employed of 18 per cent\(^1\)

Set-up for success

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1. Excluding Shale
Transformation